

Difficult Behaviour

How do you tackle an employee who deflects blame, resists feedback and initiates complaints or grievances when confronted, fuelling a recurring cycle of difficulties

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Strong management

- Proactive management is key
- Brief managers to
 - Spot issues and deal promptly
 - Be empathetic
 - Listen actively
 - Communicate effectively



A framework for good performance – a good manager

Sets objectives

Offers support

Tackles issues as they arise

Has regular 121s

Follows through

Having difficult conversations

- A proactive manager will have sensitive and emotive conversations when managing staff
- ACAS "Challenging conversations and how to manage them"
 - practical guidance
 - Case studies

Challenging
conversations and
how to manage them

inform

advise

train

work
with you

Preparing for difficult conversations

Establish the facts, and the context

Reflect on what you know about the employee

Follow policies and procedures

Plan the meeting: what, why and how

Skills needed

Communication

a mixture of open, closed and probing questions

Active listening

remain objective

Set SMART objectives

Confirm conversation and reflect on outcomes

Dealing with grievances

- Grievances are " concerns, problems or complaints that employees raise with their employers"
- Is it a real complaint?
- Is it whistleblowing?
- Is it related to existing procedures?
- Take complaints seriously and consistently
 - Smith v Renrod Ltd
 - Renfrewshire Women's Aid v Lewis



Dismissal

- Fair reasons and fair process, but you can dismiss
 - Mintoft v Armstrong Masset
 - Perkin v St George's Healthcare NHS Trust
 - JJ Food Service Ltd v Kefil

No shock tactics, balance speed with warning to employee



Difficult behaviour

How do you tackle an employee who deflects blame, resists feedback, and initiates complaints or grievances when confronted, fuelling a recurring cycle of difficulties?

- Ensure managers have the skills
- Start early and keep going!
- Deal with the reasons for difficult behaviour
- Set and keep to strict boundaries
- Follow up



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